

Installations 2020 Strategy

Marine Corps infrastructure consists of 15 major bases and stations in the United States and Japan. The Marine Corps has a long-range vision, *Installations 2020* (I2020), that provides a roadmap for the future of these bases. Among the subjects that I2020 deals with are Public-Private Venture (PPV), encroachment control, sustainable infrastructure, natural resource protection, and environmental stewardship.

Public-Private Venture PPV is a tool that allows the Marine Corps to more quickly provide quality homes for its Marine families. Aiming to privatize 95 percent of its worldwide family housing inventory, the Marine Corps will have contracts in place to eliminate all inadequate family housing by 2007, in accordance with Defense Planning Guidance. (Construction will be phased over four to five years to maximize the number of homes available to families). Once privatized, the day-to-day management responsibility for family housing will reside with the Corps' private partners. As a member of Limited Liability Company boards, the Department of the Navy continues to participate in key business decisions, including those involving major investments and, in

the case of default by the managing partner, changes in the managing partner.

By the end of FY 2004, the Marine Corps had awarded the following PPV projects:

MCB Camp Pendleton, CA—4,180 homes;

MCRD San Diego, CA—five homes;

MCB Quantico, VA—1,137 homes;

MCAS Beaufort, SC, and MCRD Parris Island, SC—1,718 homes; and,

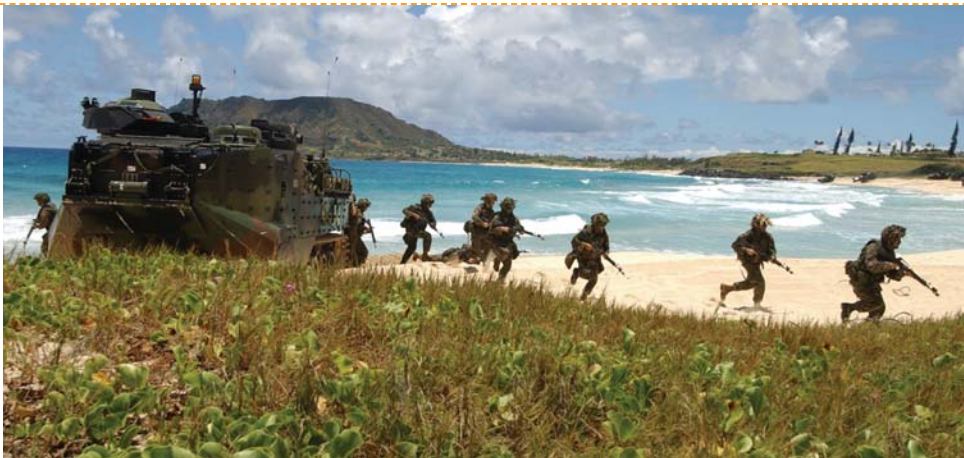
MCAS Yuma, AZ—821 homes.

Through these projects, the Marine Corps will obtain more than \$870 million in housing investments, even though the Corps contributed less than \$140 million of its own resources. In addition to this reduction in up-front investment costs, the PPV projects will replace inadequate housing situations faster and provide better quality homes, community support facilities, and maintenance services than had been previously provided through traditional military construction, operations, and maintenance. These projects are self-sustaining, and provide for the long-term renovation and recapitalization of the Corps' privatized housing assets, thus, ensuring quality housing for the 50-year term of the projects.

Encroachment Control Monitoring, evaluating, and responding to encroachment is critical to ensuring bases and ranges are available to support mission readiness now and in the future. Encroachment is defined as any external force that causes the loss of military readiness, including the loss of use of land, air, sea, and frequency spectrum.

The Sustainable Ranges initiative is a process that integrates all aspects of installation and range/training area





management, and provides for the installations' long-term viability and ability to support realistic training. The Marine Corps is proactively involved with federal, state, and local government agencies, as well as non-governmental organizations, to provide "win-win" solutions to encroachment pressures that will ensure compatible land use to support mission readiness.

The tools used to ensure compatible land use include:

- Range/Air Installation Compatible Use Zone studies, which prevent and mitigate public exposure to hazards associated with aircraft operations and air-to-ground weapons delivery;

- Joint Land Use Studies, which assist local communities in considering the impact of military training areas on local development;

- Land Conservation (Encroachment) Partnering, which use Marine Corps operation and maintenance funds to partner with states and non-governmental organizations in acquiring "non-training" buffer lands; and,

- Community Plans and Liaison Offices at each installation, which manage various community involvement and outreach issues, including the growing pressures associated with encroachment.

Sustainable Infrastructure Buildings, utilities, runways, and other fixed infrastructure are the backbone of the Fifth Element of the Marine Air-Ground Task Force and are a national asset worth nearly \$40 billion dollars. Protecting these assets, and sustaining their value for training and housing Marines, requires a continual commitment in the form of facility maintenance and repair.

The Marine Corps is committed to programming funds to adequately maintain and improve these facilities, so they will support the missions of the operating forces. To do this, the Marine Corps developed the Facilities Sustainment Model in conjunction with the Office of the Secretary of Defense. This model uses private industry standards to estimate the maintenance and repair investments needed for our physical infrastructure to reach its full lifecycle. In addition, the Marine Corps has developed the Commanding Officer's Readiness Reporting System to measure the mission readiness of facilities that support the operating forces. With this system, the Corps can target facilities for major renovation that are the most impacting to mission accomplishment.

Natural and Cultural Resources Protection Marines train as they fight, and that training requires frequent, repeated access to land. But, training can be destructive to land and its resources. Unless properly managed, Marine Corps lands can become damaged to the point where realistic training will be degraded. In addition, the American people have placed intrinsic values on certain natural and cultural resources. Failure to protect these resources will lead to a loss of the use of the land supporting these resources.



To ensure that frequent, repeated use of land for readiness purposes can be sustained, each installation prepares and implements an Integrated Natural Resources Management Plan and Integrated Cultural Resources Management Plan. Implementation of these plans ensures continued access to land by appropriately managing land entrusted to us by the American people.

Environmental Stewardship Our nation has crafted a strong environmental code of conduct, which is structured on a wide range of federal, state, and local laws and regulations, and is strengthened through increased regulatory agency scrutiny and enforcement. Due to the nature of the Marine Corps mission, environmental regulations present significant challenges, but these policies recognize that national defense and environmental protection can coexist. As the environmental stewards of our installations, the Marine Corps has engaged with regulators to make significant strides in this area. Today, Marines at all levels contribute toward this goal by performing their jobs with an increased awareness of potential environmental impacts. In addition to the INRMP and ICRMP, other efforts include Joint Land Use Studies and aggressive pollution-prevention programs.

Our hard work does not end with these initiatives. Much like encroachment, there are various impacts of environmental regulation and compliance on the Corps' ability to fully utilize its installations, which require constant vigilance and attention to ensure the Corps' operational readiness is not diminished.